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MEMORANDUM FOR: Associate Deputy Director for Intelligence

FROM:

 Director of East Asian Analysis

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SUBJECT: DCI Request for Long Range Planning

REFERENCE: Memorandum for DI Office Directors, dtd 13 June 1986, Same Subject

1. From the long range planning perspective for the Directorate and the Office, two areas -- neither of which represent new management concerns -- stand out: the need to remedy Agency-level administrative problems that hurt our effort to attract new talent; and, the still unfulfilled requirement to come up with a coherent approach to assimilating the growth that has marked the last six years.

2. **At the level of the Agency and the Directorate, we continue to need a more streamlined recruitment, clearing and hiring process** that makes CIA and the DI competitive with other employers. The shortcomings of the current system will become more not less critical (as is already evident in today's more dynamic economy and job market) in the next several years, particularly as the DI tries to fill a few specific needs that cannot be easily met by hiring good, young generalists or newly minted graduate students.

3. **A competitive pay, benefits, and retirement package** for DI professionals, particularly one that could be managed separately from the Civil Service System, evidently is already under consideration. It should be a goal that goes hand in hand with an effort to fix our personnel recruiting and hiring mechanism. Short of such significant reform, however, the revisions in the secretarial pay⁵ scale ought to be considered as an approach for other professional compensation that could better define rewards, improve the attractiveness of the Agency, and aid retention.

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4. The end of our high growth period -- in terms of dollars and people -- obviously has already occurred, and **the need to find better ways to assimilate our new people** also is already evident. The problem of assimilation only promises to become more pressing down the road. In my view, the key management question at this point is not how we go about identifying the specific steps to integrate our new people, but if we have defined the right overall strategy: in particular, whether as we have done in recruiting, the DI should take more of these chores into its own hands, and by implication, rely less on Agency-wide systems and support.

5. To get at that issue, I believe we should do a ground-up review of the training effort (to determine whether we, rather than OTE, ought to do the bulk of it, for example); examine our approach to presenting career choices, such as rotationals, in light of our new "bulge" at younger ranks in order to study how we can handle such decisions more effectively; and identify other aspects of our personnel management that represent potential troublespots for an organization that has grown rapidly and now must deal with both more, and younger people who are just entering journeyman status.

6. Given the youth and generation differences in the Directorate, I believe we also should ensure that we have an **adequate system for communicating the perspectives of the new members of the organization to those on the top**. Whether that will require a rethinking of the MAG, a different commitment to management conferences, meetings and the like, or new training for managers and supervisors is, of course, the question at issue. But it seems to me that the mere fact that the demographics of the Directorate have changed so radically since 1981 warrants a dedicated look at this area.

7. Finally, we need a **careful study of our separation policies and procedures**. For us, who goes and who stays for a career is a doubly serious question given our security concerns. Our policies and procedures already may have been well scrutinized because of cases like Kampiles and Howard, but given the turnover rates that are likely in coming years, we should take a hard look at this area to help both the employee and ourselves.

8. **Within OEA, our long term planning needs essentially follow from these Agency and DI-level ideas**. In personnel management, we would propose to **protect and enhance opportunities for overseas assignments and policy rotationals**. Pressures on these options are certain to intensify as other agencies and departments are downsized and put our interests on the block. To that end, I would like to identify how we can capitalize on our working relations with the DO's East Asia Division to regularize rotationals (for example, they need Headquarters officers and we

need to place middle-level analysts in stimulating and broadening assignments, a complement that appears like a fit). We also need to explore long run commitments from the private sector and from academia to provide rotationals for our people. And, we should find ways to protect travel and training funds if only to prevent a now large, and sometimes isolated organization from losing touch with its subject matter and potential analytic collaborators.

9. Lastly, we in OEA should plan a **program to keep in touch with our recruiting contacts on campus and our external research contractors** despite the likelihood that we will not need the same volume of new recruits, nor have the money to support contract spending generously in a post-1988 administration. We have already invested the time and effort to establish close working relations with professors and researchers in the outside world. Notwithstanding changes in our level of personnel needs and in our level of funding, the contacts and communications should not go by the boards.



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